MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2015 / 2016 SESSION

DBS5018 – BUSINESS MANAGEMENT

(All sections / Groups)

30th May 2016
2.30 – 4.30 PM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **11** pages with 4 sections.
2. Answer **ALL** questions for sections A, B, C and D.
3. Answers for section A should be shaded on the OMR sheet provided.
4. For sections B, C and D, please write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS

Each question consists of 1 mark. Answers for this section should be shaded on the OMR sheet provided.

1. During orientation, Rebecca was informed that one of the duties of a _____ is to direct the activities of others in an organisation.

   A. director
   B. manager
   C. subordinate
   D. line worker

2. Shaheizy is a production supervisor who is responsible for ten employees who assemble components into a finished product. Shaheizy is an example of _____.

   A. top manager
   B. non managerial employee
   C. middle manager
   D. first-line manager

3. Syatilla notices that the company's top management shares the belief that managers are directly responsible for the organisation's success or failure. This belief reflects to a(n) _____ view of management.

   A. traditional
   B. omnipotent
   C. reflective
   D. symbolic

4. If the components of an organisation's environment change frequently, the organisation is operating in a _____ environment.

   A. stable
   B. simple
   C. dynamic
   D. complex

5. Nora joins an event organised by the International Student Association to expose herself to the culture of students from different countries. She is trying to become more _____ in her attitude.

   A. parochialistic
   B. polycentric
   C. ethnocentric
   D. geocentric

Continued.....

6. Ray and Roy have realised that decentralised management that uses foreign national culture and preferences to run operations in the host countries works best. Their firm has developed into a _____ organisation.

   A. transnational
   B. multidomestic
   C. borderless
   D. global

7. If the organisation provides day-care facility for employees and uses recycled papers, it could be said to be _____.

   A. social obligation
   B. socially aware
   C. socially responsive
   D. socially image conscious

8. At the _____ level of moral development, an individual's choice between right or wrong is based on personal consequences from outside sources, such as physical punishment, reward, or exchange of favours.

   A. preconventional
   B. conventional
   C. principled
   D. post-conventional

9. Gerrard is the owner of a small company that sells corporate gifts through an online store. Business has slowed down in recent months and he realises that the organisation must move in a different direction to survive in the market. He has reset some of the company's overall goals and wants to develop several plans to achieve those goals. He is expecting the business environment to be more volatile for next few years. Considering the above information, it can be determined that his plan must be _____, _____, and _____.

   A. operational; directional; rigid
   B. informal; unwritten; flexible
   C. strategic; general; rigid
   D. strategic; specific; flexible

10. Jenny is discussing with her subordinate Julie regarding the projects that will be handled by Julie in the coming year. Both of them are setting goals and determining the potential of key success of the projects. Jenny and Julie are engaged in _____.

    A. performance planning
    B. strategic planning
    C. management by observation
    D. management by objective

Continued.....

11. Nowadays, fast food restaurants offer variety of burger options to customers and they want customers to believe their product is the best because it is stored or prepared exclusively. Each of these is pursuing a _____.

    A. low cost leadership strategy
    B. differentiation strategy
    C. focus strategy
    D. quality strategy

12. Dorry majored in Marketing and really enjoyed studying Market Research as a subject. Through research on the Internet and in the university library, she discovered that this industry appears to have significant positive external trends. She interprets this as a(n) _____.

    A. weakness
    B. threat
    C. strength
    D. opportunity

13. Managers are assumed to use _____ if they make logical and consistent choices to maximize value.

    A. evidence-based management
    B. bounded rationality
    C. intuition
    D. positive employee relations

14. The _____ occurs when decision makers select and highlight certain aspects of a situation while excluding others.

    A. framing bias
    B. availability bias
    C. representation bias
    D. confirmation bias

15. The line of authority that extends from upper organisational levels to lower levels, clarifying who reports to whom, is known as the _____.

    A. employee power distance
    B. unity of command
    C. span of control
    D. chain of command

Continued.....

16. Willard has been assigned to a project development team in addition to his regular duties as a quality engineer. During this assignment, he will report to both the project manager and his quality department manager. This situation violates_____.

    A. span of control
    B. unity of command
    C. chain of command
    D. the acceptance theory of authority

17. The _____ structure assigns specialists from different functional departments to work on projects being led by a project manager.

    A. team
    B. learning
    C. boundaryless
    D. matrix

18. One City is an electronic engineering company. The company has no departments and chain of command. The employees need to find a team working on something they find interesting and to which they can contribute. They have to stay with that team until the work is done and then they move on to another team. One City uses a _____ structure.

    A. team
    B. project
    C. matrix
    D. boundaryless

19. Rafael received an improved result for his last performance appraisal. He was given authority to make decisions regarding his responsibilities and was actively working with three teams. Rafael's employer is using _____.

    A. realistic job previews
    B. human resource planning
    C. performance recruiting practices
    D. high-performance work practices

20. Raymond is a Human Resources Manager. He wants to enlighten the potential candidates on the minimum qualifications that they should possess in order to successfully perform the jobs that they have applied for. What should he do?

    A. He should create a job description.
    B. He should perform a job analysis.
    C. He should perform a job satisfaction survey.
    D. He should create a job specification.

Continued.....

21. What is the change factor that managers need to pay attention to while increasing the numbers of employed women and minority forces?

A. Strategy.
B. Workforce.
C. Equipment.
D. Technology.

22. Disneyland Inc. focuses on new ideas, uses new technology that changes frequently and has strong competition in the market. This situation describes what metaphor of change?

A. White-water rapids metaphor.
B. Shallow water metaphor.
C. Falling water rapid metaphor.
D. Rapid water metaphor.

23. Serena is a Chief Executive Officer of a small company. She strongly believes in Douglas McGregor's assumptions about human nature. Which of the following management practices is Serena **MOST** likely to adapt in order to maximise employee motivation?

A. Top-down decision-making structure.
B. Inflexible system of monitoring and controlling employees.
C. Participatory management.
D. Constructing jobs narrower in scope and shallow in depth.

24. The employees at DRB Corporation are complaining that the supervisors tend to neglect the safety features in some departments. The company policies are not enforced properly and some employees are not penalised for safety violations. These employees are complaining about _____.

A. motivator factors
B. hygiene factors
C. intrinsic factors
D. extrinsic factors

25. Randy is very social, easy-going and friendly. He often leaves his workstation to talk with coworkers. He also volunteers for every team-based project and likes to plan family day activities for his department. Randy has _____.

A. low need for safety
B. high need for esteem
C. low need for power
D. high need for affiliation

Continued.....

26. Leader tends to centralise authority, dictate work methods, make unilateral decisions, and limit employee participation. Which of the following describes this leadership style?

A. Authoritarian style.
B. Autocratic style.
C. Democratic style.
D. Laissez-faire style.

27. Marlyn solicits input from her subordinates before making decisions that will affect them. She often praises them for good work and gently offers suggestions to improve their performance. Marlyn uses the _____ style of leadership.

A. authoritarian
B. participative
C. delegative
D. supportive

28. According to the Ohio State studies, the _____ dimension of leader behaviour is defined as the extent to which a leader has job relationships characterised by mutual trust and respect for group members' ideas and feelings.

A. relationship management
B. consideration
C. people orientation
D. integrity

29. The degree to which an employee identifies with a particular organisation and its goals and wishes to maintain membership in the organisation is the employee's _____.

A. job involvement
B. organisational commitment
C. job satisfaction
D. organisational citizenship

30. Rachela dislikes to convince prospective customers because she believes her products are inferior in the market. However, she has sales targets that she must meet in order to receive her commission. Although, Rachela tries to meet the targets for all products, she is in a dilemma between her beliefs and the actions she must take. This inconsistency or incompatibility is known as _____.

A. negative feedback
B. difficult objectives
C. cognitive dissonance
D. management by objectives

Continued.....

31. The _____ component of attitude is based on emotions.

A. cognitive
B. behavioural
C. affective
D. spiritual

32. For a new project, Elmira forms team of individuals from various functional departments. After a few days, Elmira observes conflicts happens within the group on the matters who will control it and what task needs to be done. This team is now in the _____ stage of group development.

A. storming
B. forming
C. performing
D. norming

33. Groups that are determined by the organisation chart and composed of individuals who report directly to a given manager are called _____.

A. command groups
B. task groups
C. cross-functional teams
D. self-managed teams

34. Allen is a newly appointed professor at a university. The Head of Department explained on what was expected from him as a new professor in terms of maintaining discipline in his classroom and providing students with a challenging course. The Head of Department was referring to Allen's _____ at the university.

A. role
B. status
C. obligations
D. duties

35. Pamela manages the customer service department. She is very happy with her team of 15 customer care representatives who are consistently performing well. Customer feedback was impressive and Pamela is planning to give them good bonuses this time around. As a manager, Pamela believes it is important to let subordinates know when she is happy with their work. She does so, and also calls them for a meeting to discuss what they can do to improve further. Pamela is using communication for _____.

A. decision making
B. negotiation
C. motivation
D. expressing emotion

Continued.....

36. During the communication process, the message is converted to a symbolic form. This process is called _____.

A. decoding
B. encoding
C. interpreting
D. expanding

37. Jenny sent a text message to Belly telling her that she would come by to pick her up after work so they could go for shopping. Belly however, made other plans in the evening thinking that Jenny was talking about going shopping on the next day. Which of the following **BEST** explains what went wrong with the communication?

A. Jenny used a wrong channel of communication.
B. There was too much noise in the room when Belly read the message.
C. Belly decoded the message incorrectly.
D. The complexity capacity of text messaging is poor.

38. The management control that takes place while a work activity is in progress is known as _____.

A. feedforward control
B. concurrent control
C. feedback control
D. reactive control

39. Ronald prefers to get his performance data in the form of charts and graphs. Ronald prefers _____.

A. personal observations
B. statistical reports
C. oral reports
D. written reports

40. If a manager investigates how and why performance has deviated beyond the acceptable range of variation, and then corrects the source of the deviation, she is using _____.

A. feedback control
B. immediate corrective action
C. basic corrective action
D. concurrent control

[TOTAL 40 MARKS]

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SECTION B: FILL IN THE BLANKS QUESTIONS

Each question consists of 1 mark. Please refer to the table below. Fill in the blanks with the most appropriate answer. Answers for this section should be written in the answer booklet provided.

Matrix	Physiological	Strategy	Leader	Cross-functional
Agreeableness	Planning	Unfreezing	Decision	Work Councils

1. _____ involves defining the organisation's goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate work activities.

2. The top managers of the corporation are meeting to discuss how they will compete in their chosen markets and how they will attract and satisfy customers. These managers are discussing _____.

3. Belinda wants to introduce a new model to the product line. Three models are being developed. Belinda can choose only one. She has decided to focus on target market size, production costs, and net profits. These are Belinda's _____criteria.

4. Work teams composed of individuals from various functional specialties are known as _____ teams.

5. A dual chain of command is the key characteristic of the _____ structure.

6. _____ are groups of nominated or elected employees who must be consulted when management makes decisions involving personnel.

7. According to Kurt Lewin, increasing the driving forces is a means of _____.

8. In Maslow's hierarchy of needs theory, _____ needs form the lowest or foundational step in the hierarchy.

9. A person who is able to influence others and who possess managerial authority is called a _____.

10. In the Big Five Model of personality, _____ refers to the degree to which someone is good-natured, cooperative, and trusting.

[TOTAL 10 MARKS]

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SECTION C: CASE STUDY QUESTIONS.
Answers for this section should be written in the answer booklet provided.

Mixing It up

Managers at General Mills faced some challenges when it acquired Pillsbury. The company's chief learning officer Kevin Wilde wants the best marketing approach for both organisations. So, they decided to identify, share, and integrate the best practices from both companies. And, employee teamwork played a major role in how the company proceeded.

An intensive training program called Brand Champions was created and launched. The program was designed not just for marketing specialist but for all employees from different functional areas who worked on particular brands. These cross-functional teams attended the in-house training together as unified group. It helped employees understand and appreciate different perspectives. Another benefit of including people from different functions was improved communication throughout the company. People were no longer griping about what other functional areas were doing. Employees began to understand how the other functional areas worked and mini-version of the course. All employees were able to understand the language marketers speak and why things are done as they are.

And there's another example of how successful the program has been. Betty Croker is well known for packaged cake mixes and loss so for cookies mixes. Inspired by input from the group, the cookies-mix team decided to go after scratch bakers (people who bake from scratch rather than from a boxed mix). As one person said, they were "taking on grandma." The cookie mixes were formulated, and now the brand owns 90 percent of the dry cookies mix category.

QUESTIONS:

a) Based on the above case study, what are the **TWO (2)** benefits gained from the cross-functional teams?

(2 marks)

b) List at least **TWO (2)** challenges of creating an effective cross-functional team.

(4 marks)

c) What are the **TWO (2)** characteristics of effective teamwork? Explain each of them.

(4 marks)

[TOTAL 10 MARKS]

Continued.....

SECTION D: STRUCTURED QUESTIONS.
Answers for this section should be answered in the answer booklet provided.

QUESTION 1

a) Briefly explain the differences between centralisation and decentralisation in an organisational structure. Provide any relevant example in real working environment to support your answer.

(4 marks)

b) After manager divide work activities into separate job tasks, common work activities need to be grouped back together so work gets done in coordinated and integrated way. How jobs are grouped together is called departmentalisation.

What are the **FIVE (5)** common forms of departmentalisation used by organisations today? Provide any example to support each of your answer.

(10 marks)

QUESTION 2

a) Explain "ethical communication". Provide example to support your answer.

(2 marks)

b) Briefly describe **THREE (3)** barriers of effective communication.

(6 marks)

c) Communication must flow effectively in every organisation in order to avoid miscommunication. Explain any **THREE (3)** direction of communication.

(6 marks)

QUESTION 3

a) Leadership research in the 1920s and 1930s focused on isolating leader traits - that is characteristics that would differentiate leaders from non-leaders.

Briefly describe any **FOUR (4)** out of eight traits associated with leadership.

(8 marks)

b) From University of Michigan Studies, identify **TWO (2)** dimensions of leader behaviour. Explain.

(4 marks)

[TOTAL 40 MARKS]

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